

## APPENDIX F

USCG Academy Board of Trustees  
Executive Session--29 March 1995

Position Concerning USCGA Site Diversification  
(re Training Infrastructure Study Proposal to standup a  
Leadership Development Center at CGA, which includes OCS)

Board members present during Executive Session:

RADM W Donnell (Board Chair)  
RADM D Ciancaglini  
RADM W Ecker  
RADM R Peschel (prospective member)  
RADM J Card  
RADM E Barrett  
MR W Campbell  
COMMO P Melera

### GENERAL COMMENTS:

- Given the time constraints placed upon them, the Board would like to compliment the Training Infrastructure Study Group and the Academy staff on the analyses they have prepared with regard to Academy Site Diversification. Although further work remains, the progress to this point is remarkable.
- The Board clearly sees site diversification of CGA in general as "the right thing to do." However, it must not simply increase the use of current Academy facilities. Site diversification must augment the aims of the Academy and the Coast Guard. The purpose of the Academy is not simply to graduate ENSIGNS, but educated, career-minded officers. Any changes at the Academy should meld with that purpose, accentuating opportunities to exploit pluralism and promoting "Team Coast Guard." Standing up a Leadership Development Center and bringing OCS to the Academy has the potential to do that.
- Involving the Academy faculty with any site diversification plan is absolutely critical. With respect to a Leadership Development Center, a link must also be made between leadership education and leadership training.
- An average Academy corps size of 800 is a critical part of this proposal. Surge capacity becomes limited given current and projected student throughputs for OCS and the "leadership training" slated to become a part of the Leadership Development Center.

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### CONCERNS:

- There are still many unknowns with regard to future Leadership Development Center student throughput requirements.
- The primary focus of the Site Diversification Study was "will it fit?" Therefore, most of the analysis involved classroom and berthing space needs. Issues such as the combined usage of athletic and recreational facilities as well as such things as increased parking requirements have not been examined in detail.
- The Chase Hall Galley Rehab project slated for FY97/8 is a potential "show stopper." Even without site diversification it is problematic. It underscores the need to expedite a facility master plan revision that will better determine a timeline, capital investment surge (with or without diversification), and optimal function location.
- Skepticism still exists amongst many Academy staffers. Concerns about the impact of site diversification on accreditation, external image to prospective cadets, and internal integrity of college programs must be allayed by the portrayal of non-Academy programs as mature, professional entities with greater potential to accentuate student applicability than high Academy objectives.

### RECOMMENDATIONS/CONCLUSIONS:

- There is an immediate need for a projected facility usage profile that shows projected student populations month by month on board the Academy throughout a training year. Given the "tightness" of this proposal, there is potential for periodic overloading of the facility.
- The establishment of a Leadership Development Center at the Academy is heartily endorsed by the Board of Trustees; however, the Board was not unanimous regarding the inclusion of OCS at the Academy. The majority of the Board was supportive of including OCS; however, they strongly feel that more work needs to be done with regard to properly implementing such a change. In that regard, although the Training Infrastructure Group points out that OCS could move to the Academy "now" at minimal costs, the Board is not supportive of that alternative. The first priority should be the Leadership Development Center, with the eventual inclusion of OCS. Such phasing will mesh better with both capital improvements and "mindset" work deemed necessary. Planning should proceed with this eventual outcome in mind.
- More work needs to be done with respect to how a Leadership Development Center would fit within the existing Academy organization. It must be linked to academia. It should enhance opportunities for faculty involvement and research. West Point was specifically mentioned as a possible benchmark, given their

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existing Department of Psychology and Leadership. Commonality of cadet and other students' leadership curricula must be taken advantage of, not simply duplicated.

- The success of this initiative is critically linked to how it is IMPLEMENTED. It must be viewed as a WIN-WIN by the Academy staff as well as by those programs being transferred in. Goals, roles, and structure must be clearly understood. Third-party consultation on implementation is highly recommended.

- Implementation of this project should necessarily include improvements in training and education technology at the Academy, for example, improvements in the Academy Simulator Complex, inventive and alternative delivery methods, information access and linking of outmoded classrooms.

- Once decisions have been reached on these issues, the Board recommends a personal visit to the Academy by the Commandant to discuss with the faculty and staff his expectations and Coast Guard benefits with regard to Academy site diversification.

For the Board,



W. C. Donnell

Rear Admiral, U. S. Coast Guard  
Board Chair